Leading Telecom Company Chooses Optymyze to Improve Customer Service

Situation

One of the largest telecom companies in the United States, with around 5 million subscriber base, is looking to increase its market share. Customer satisfaction is a factor in the company’s growth strategy. A high customer satisfaction score helps retain existing subscribers, so the company’s customer service department aimed to consistently deliver a satisfactory experience. There is a high degree of customer churn in the telecom industry as consumers have many options and switching carriers is easy. Thus, good customer service goes a long way towards retaining customers.

The telecom leader needed a system to manage compensation and incentive plans for their customer service department, and offer insights towards consistent performance improvement. They approached the Optymyze team who has been working with them to manage sales compensation and sales operations processes. Optymyze set up custom processes to handle the specialized requirements of customer service that are quite different from those of sales.

Optymyze works with the organization to provide both industry expertise and the technology to succeed in a fast-moving market. Optymyze professional services provide on-going strategic operations support, allowing the customer service group to react quickly to change.

Challenges

Organizations have many plans and processes in place to continuously improve customer service. It is important to measure the improvement accurately, and incent and reward the teams, customer service agents, and managers who contribute towards the positive result.

The biggest challenge that this organization faced was establishing the right processes to deliver the desired results. The next step was to identify and incent the behaviors that led to improved customer service outcomes, such as improved call resolution percentages. They wanted to improve three key performance metrics of customer service:

- Rate of contract cancellation by existing customers
- Customer query resolution time
- Overall customer satisfaction scores

There were almost ten different systems to manage various business activities such as payroll, agent performance tracking, and coaching. The incentive compensation process was managed through spreadsheets and a basic compensation system. The output of all the systems and processes had to be then combined to reach the final figures. The process was inefficient, time-consuming and did not make use of all available data.
Solution

Optymyze has worked with this telecom organization for many years to solve both sales operations and incentive compensation problems for several other parts of their business successfully.

Based on this past success, the customer service department was confident that they could achieve similar results with Optymyze. They expected that improved customer service would also improve customer retention and engagement.

The Optymyze solution helped them implement a comprehensive incentive and compensation management system. The new model includes several improvements:

- Key customer service metrics identified and tracked to build an aggregate score.
- Incentive compensation directly linked to the score.
- Data analytics offers insight into trends, scores, and coaching needs.

The metrics include data for parameters like call length, call hold length, customer ratings of their support calls, etc. With the Optymyze Sales Analytics Platform, it is easy to track these parameters and compare and correlate with other members of the team. Team managers can identify their agents’ performance concerns and work with them directly to improve their particular issue(s).

Outcomes

The customer service group looked to achieve three key outcomes from implementing the Optymyze solution:

1. Get one integrated compensation management system. All the intermediate data can now be fed into one system to get accurate compensation figures automatically. The system is also used to deliver payouts to all 1,700 employees within the group.

2. Incent and reward desired behavior to drive customer satisfaction. Since the implementation, the system has proved successful in driving desired behaviors, as is reflected in increased customer satisfaction levels and reduced call and hold times. The positive impact on agent behavior can also be attributed in part to the increased transparency of the evaluation process. All team members are evaluated on the same level, using a specific set of metrics.

3. Develop and implement a flexible compensation model. With an automated and integrated compensation system, it is easy to quickly change parts of the incentive plans according to changing market needs. Once identified, managers only need to adjust one part of the plan, and it is automatically implemented throughout the system. This exercise would have required very careful coordination and an enormous amount of implementation time with the previous set of multiple systems.

As a result, the quality of customer service has improved significantly, and the customer experience is more consistent. Agents are now motivated to focus on specific activities that enhance service levels, because those particular activities are tied directly to their incentive pay. The improved system and process also makes it easy to track and drive agents’ performance.

The Next Steps

The organization is evaluating the idea of using gamification technology to drive further interest in adopting desired behaviors. They are also looking to develop coaching applications that can deliver coaching in a formal environment. An integration with their CRM system to better track customer service opportunities and next steps is another possible step forward.